

# 3 YEAR STRATEGIC PLAN

# 2015 - 2017

## Community Vision

Lethbridge is a sustainable community and all residents are actively engaged in contributing to its sustainability.

## Mission

Environment Lethbridge inspires and equips people to create widespread community action and engagement towards sustainability.

*“The Triple Bottom Line is an approach that considers economic, social, environmental, and smart growth and mobility implications in the decision-making processes.”*

- Adopted by the City of Calgary in 2005



*“Sustainability has evolved to become a mainstream concept and a benchmark for local governments who seek a long-term economic development strategy, more liveable communities and who want to attract more local businesses and jobs.”*

- Wolfe and Associates,  
Strategic Communication Consultants

## STRATEGIC GOALS

### 1. Organizational Sustainability

To secure the long-term sustainability of Environment Lethbridge.

### 2. Assessments and Monitoring

To establish and widely communicate baseline indicators of environmental health.

### 3. Interactive Hub

To develop and maintain trusted and reliable sources of sustainability information with which residents engage.

### 4. Community Action

To empower citizens to increase the eco-friendliness of our neighbourhoods.



Photo by Jayme Cabrera Lopez

### 5. Scientific Resourcing

To provide scientific information and community input on sustainability issues and policies to City Council.

## STRATEGIC ACTION

- Create and implement a diversified Fund Development Plan.
- Increase capacity through a volunteer management system.
- Develop policies and procedures for directors, staff and volunteers.

- Compile existing data.
- Select meaningful metrics.
- Establish method for evaluation, reporting and communication.

- Develop and maintain a wide range of communications tools.
- Facilitate workshops and presentations.

- Maintain an open door for community exchange.
- Collaborate to develop and deliver an ICI recycling engagement program.
- Lead Green List Project.
- Establish Lethbridge Sustainability Awards.
- Organize Environment Week programs and events.
- Partner with City to deliver the Reuse Rendezvous.
- Attend community events to promote sustainable actions.

- Attend all City Council Environment Committee meetings.
- Prepare briefings and research as required.

## Who is Environment Lethbridge?



- \* A grassroots network of individuals, organizations and businesses collaborating to advance the sustainability of Lethbridge.
- \* A movement driving positive change on a broad municipal scale through programs and outreach on local sustainability.
- \* A resource centre offering information, tools, networking, training and consulting services.

## What are Environment Lethbridge's Strategic Goals?

### 1. ORGANIZATIONAL SUSTAINABILITY

- Too often, great ideas are brought into play too early. A great deal of time, money, effort and hope is scattered to the wind after an initial effort has not been given proper support to carry the momentum forward. EL will always have its short-term goals firmly aligned with its long-term vision: to be trusted as the preeminent organization for information, advice and action for sustainability in Lethbridge. Leading municipalities across Canada have had sustainability centres for well over a decade; the global movement began in the 90s. Environment Lethbridge can be a powerful agent for positive change in southern Alberta.
- First, the organization must create and implement a diversified Fund Development plan. There cannot be a single source of funding – it is a community movement that requires financial support from a variety of sponsors and donors.
- Second, EL cannot rely on an army of paid staff. It can, however, rely on an army of volunteers and students. Increasing capacity and outreach depends on a strong volunteer management system.
- Third, as a new organization, robust policies and procedures will be developed for directors, staff and volunteers.

### 2. ASSESSMENTS and MONITORING

- As a community, our sustainability achievements need to be measurable. What is considered as best practice must be put into the context of current municipal, provincial, national and international benchmarks. EL will make use of the wide variety of scientific research and reporting templates available.
- First, existing data and research needs to be compiled into a comprehensive library that is easy to communicate.
- Second, meaningful metrics must be selected so that citizens can easily engage with community action. People will know the baseline indicators of environmental health (water and air quality, waste diversion, energy conservation and climate).
- Third, methods for long-term evaluating, reporting and communicating good science and grassroots monitoring will be established. Citizens will be able to access easily current information on environmental health.

### 3. INTERACTIVE HUB

- It is becoming more widely understood that communication isn't just about "getting our message out there". It's also about supporting each other's efforts to create and maintain more liveable, healthier, sustainable communities. It's about hearing each other's messages and acting on them. Relationships take time to build and establishing credibility as a trusted and reliable source of information also takes time.
- First, communications begins with the development and maintenance of tools and channels so that all possible ways of engaging a wide audience are open and accessible. This includes social media, websites, printed materials, etc. but in its most generous definition: a forum to engage residents from throughout the community. It means we answer back. It means we care about their initiatives as much as our own.
- Second, EL will draw on expertise and experience from within the community, helping citizens to engage others by offering their own workshops and presentations as well as our own programming.
- Third, an accessible store-front location means EL can maintain an open-door atmosphere for community exchange. People can drop by and engage with staff, displays, resource material and training. It is easy to volunteer and it is easy to become inspired to do more.

### 4. COMMUNITY ACTION

- Global examples of local sustainability centres have shown that networks are essential for success. EL provides the tools to be effective. We empower citizens to become leaders of their own initiatives.
- First, EL will collaborate with the Lethbridge Chamber of Commerce and Industrial Association of Southern Alberta and others to develop and deliver an industrial/commercial/institutional recycling engagement program.
- Second, we will showcase our local sustainability leaders via the Green List Project and inspire new generations of leaders by making the Lethbridge Sustainability Awards an achievement of prestige and national recognition.
- Third, in addition to organizing Environment Week programs, EL will partner with Waste and Recycling to deliver the Reuse Rendezvous and EL will attend community events to promote sustainable actions.

### 5. SCIENTIFIC RESOURCING

- City Council must manage an ongoing list of competing priorities and demands. EL will provide a reliable source of scientific information and community input on issues and policies related to sustainability.
- First, EL will attend all City Council Environment Committee meetings to advise on current news.
- Second, EL will be able to prepare and provide briefings to City Council as required.
- Third, EL can be contracted to undertake research projects that advance the sustainability of Lethbridge.